

KANDAHAR AIRFIELD
HEADQUARTERS
AFGHANISTAN



ETAT-MAJOR AIR
KANDAHAR
AFGHANISTAN

AIR OPERATIONS GROUP

STANDARD OPERATING PROCEDURE 740

GROUND SAFETY

Originator:	CJ7	Issue Date: 01 DEC 12	Review due:	30 NOV 13
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REFERENCES

- A. Crane Inspection Criteria: EM 385-1-1, Safety and Health Requirements Manual which is located in the CJ7 Safety office, and NAVFAC P-307, Management Of Weight Handling Equipment:https://portal.navfac.navy.mil/portal/page/portal/docs/doc_store_pub/p-307%20december%202009.pdf
- B. COMKAF SOP 388, Kandahar Airfield Traffic Supervision
- C. COMKAF SOP 772, Flightline Driving

PURPOSE

1. The purpose of this Standard Operating Procedure (SOP) is to implement policy, assign responsibility and establish procedures for all personnel assigned to Kandahar Airfield (KAF). This SOP covers various safe ground operations which will enhance combat capability by minimizing risk to personnel and loss or destruction of assets.

PROCEDURES

2. This SOP defines the minimum standards required of commanders and contractors at all echelons to establish their safety programs. All KAF-based command and contract authorities must establish proactive programs in accordance with their national requirements. In the absence of such national requirements, or where national requirements are lower than those defined in this SOP, this document and the complimenting safety SOPs are to be used as reference material to develop specific programs for all KAF-based units and contractors.

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3. Ground safety is an integral part of reducing non-combat related deaths and injuries and an inherent responsibility of every individual. An expeditionary/combat environment can create an atmosphere that is conducive to accidents and incidents; it is therefore essential that leadership at all levels remain proactively engaged so that ISAF combat power is conserved and not degraded by accidents and incidents. A proactive ground safety program, combined with continuous Operational Risk Management to preserve KAF personnel and equipment.

RESPONSIBILITIES

4. The Commander Kandahar Airfield (COMKAF) maintains responsibility for developing a KAF Ground Safety (Health & Environment) Program and the Deputy Commander for Operations (DCOMOPS) is responsible for executing COMKAF policies through CJ7 (specifically the Ground Safety Officer) to all KAF tenants, who are then responsible for developing their own Ground Safety (Health & Environment) program. CJ7, Ground Safety Officer, will monitor commanders' and contractors' safety programs to ensure that they meet all requirements, distribute safety information, and provide assistance as required.

GROUND SAFETY

5. All supervisors on KAF will conduct their activities to avoid damage to the environment and to provide all personnel, so far as is reasonably practicable with:

- a. Safe facilities with adequate indoor and exterior lighting.
- b. Safe equipment and systems of work.
- c. Safe and healthy places of work with clear access and egress.
- d. Sufficient information, instruction of training and supervision to enable personnel to carry out their work/training safely and without risks to their health or to the environment.

6. All personnel must be aware that they have a duty to protect the environment and to preserve both their own safety and all of those they work with.

7. The KAF Ground Safety Program is designed to support commanders in the accomplishment of their respective tasks/missions. The key concepts within the KAF Ground Safety Program are as follows:

- a. Accidents are an impediment to a commander's mission/task.
- b. Risk decisions must be made at the appropriate level.
- c. Operational Risk Management must be continuous.
- d. Performance to standard is mandatory.
- e. Use of proper PPE is mandatory.
- f. Corrective action must be swift and appropriate.
- g. Safety success must be immediately recognized.

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8. There are many significant non-battle hazards within the bounds of KAF such as road traffic accidents, weather-related injuries, illness through poor hygiene, and casualties from mines/unexploded ordnance (UXOs), etc. It is therefore imperative that commanders and contractors at KAF exercise appropriate countermeasures to these threats wherever possible and educate their personnel about them and their mitigation.

9. Operational Risk Management is integral to the mission at KAF. The processes used to identify, assess and manage risks are outlined in this SOP with the aim to ensure that risks are managed to minimize the chance of harm both to personnel and the environment.

10. The COMKAF Safety Office approach to Risk Management is based on the following principles:

- a. Clear ownership of risk.
- b. Clear delegation of responsibilities.
- c. Proportionate control measures, to include PPE.
- d. Appropriate monitoring, supervision, inspection and audit.
- e. Common policies and standards.
- f. Transparency of risks.

11. Commanders and contractors are expected to consider each activity they are responsible for and to carefully review potential hazards—and where appropriate, use systematic and documented techniques to address potential hazards.

12. Commanders and contractors must demonstrate that existing safeguards have been assessed to ensure that there are appropriate and sufficient controls to identify hazards. Risk is the likelihood of potential harm from the hazard being realized. The extent of the risk will depend upon key Operational Risk Management concepts:

- a. Identify the hazard(s). Identify hazards associated with Mission Degradation, Personal Injury or Death, and Property Damage.
- b. Assess the risk. What is the hazard exposure, hazard severity, hazard probability and complete risk assessment?
 - i. Hazard Exposure. Surveys, inspections, observations, and mapping tools can help determine the level of exposure to the hazard and record it. This can be expressed in terms of time, proximity, volume, or repetition.
 - ii. Hazard Severity. Determine the severity of the hazard in terms of its potential impact on the people, equipment, or mission. Cause and effect diagrams, scenarios and “what if” analyses are some of the best tools for assessing the hazard severity. Severity categories include Catastrophic, Critical, Moderate, and Negligible.

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iii. Hazard Probability. A qualitative probability may be derived from research, analysis, and evaluation of historical safety data from similar missions and systems. Probability factors include Frequent, Likely, Occasional, Seldom, and Unlikely.

iv. Complete Operational Risk Assessment. Combine severity and probability estimates to form a risk assessment for each hazard. By combining the probability of occurrence with severity, a matrix is created where intersecting rows and columns define a Risk Assessment Matrix.

Severity		Mishap Probability				
		Frequent	Likely	Occasional	Seldom	Unlikely
		A	B	C	D	E
Catastrophic	I	Very High	Very High	High	High	Medium
Critical	II	Very High	High	High	Medium	Low
Moderate	III	High	Medium	Medium	Low	Low
Negligible	IV	Medium	Low	Low	Low	Low

c. Analyze control measures. Identify control options by opting for rejection, avoidance, delay, transference, spreading, compensation, or reduction. Determine control effects.

d. Make control decisions. Determine the effect of each control on the risk associated with the hazard. For each hazard, prioritize the risk controls that will reduce the risk to an acceptable level. The best controls will be consistent with mission objectives and optimize use of available resources (manpower, material, equipment, money, time).

e. Implement risk controls. Implementation measures are performed by informing the personnel in the system of the risk management process results and subsequent decisions. Commanders, having determined the need for additional risk management/control measures to be taken, are to ensure that such measures are implemented and monitored for their effectiveness. If the existing risk control measures are considered to be sufficient, their continued application is to be monitored.

f. Supervise and review. This involves the determination of the effectiveness of risk controls throughout the operation. Effective monitoring, determining need for further change, and capturing lessons learned. As a result of monitoring, inspection, incident investigation or recognition of a change in circumstances, commanders are to ensure that the control measures are reviewed and any changes required are implemented immediately.

13. The management of safety and risk needs to be integrated into the overall management of the organization. It should be appropriate and cost effective without dampening the spirit of subordinates with inflexible rules and procedures. An organization's exposure to potential hazards needs to be managed so as to reduce the chance of loss and mitigate any effects. Risk and safety issues need to be evaluated in a structured manner but in the light of the overall organizational strategy.

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WORKPLACES AND WORK EQUIPMENT

14. Workplaces and Work Equipment must be kept in good order. Equipment must only be used for the correct purpose. Health protection and risk prevention are crucial to the long-term success of KAF.

- a. Workplaces must, so far as is practicable, meet the following criteria:
 - i. Safe means of access and egress.
 - ii. Reduce risk of fire to as low as reasonably practicable.
 - iii. Identify hazards and suitably and effectively controlled.
 - vi. Adequately illuminated for the tasks being undertaken. Compound lighting must not interfere with vehicle traffic.
 - v. Each unit will ensure their respective compounds, and 50 meters outside their compound, is policed on a monthly basis by their respective safety representative. Areas requiring attention throughout the month must be policed same day.
- b. All Work Equipment brought into the theater for use has to be in compliance with national regulations. In addition, all Work Equipment should be:
 - i. Operated only by qualified personnel who have received official training or instruction.
 - ii. Maintained in good order and serviced in accordance with manufacturers instructions.
 - iii. All Work Equipment must be checked regularly according to procedures to ensure that they are in good order and functioning properly. If a defect is discovered, the equipment operations will stop until proper repairs are made.
- c. All electrical equipment and wiring must conform to either UL or CE standards. All equipment shall be correctly grounded, especially generators. Under no circumstances shall bare electrical wires be inserted directly into outlets.
- d. A Dig Permit must be obtained from the COMKAF J4 Engineering Office (located in the Taliban Last Stand (TLS) prior to any ground breaking. Any excavation work affecting KAF roadways will be coordinated through CJ7 with a minimum of 72 hrs notice prior to beginning work. Also, a traffic flow plan must be approved by CJ7 prior to any work on KAF roadways.
- e. All cranes must meet the requirements of EM385-1-1 or NAVFAC P-307 (which ever is more stringent) when in use.
 - i. Any crane operating within airfield operations must be coordinated with the Airfield Manager located in the Base Operations Center and NOTAM'd (Notice To Airman) accordingly.

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- ii. Any crane operating on KAF outside airfield operations must be certified as serviceable. Cranes exceeding 100 feet in height in these areas must be coordinated with the Airfield Manager and NOTAM'd accordingly.
- f. All confined spaces on KAF are to be entered by trained/certified personnel including military and civilians with training documented and available in the workcenter. Atmospheric monitoring shall be conducted and documented of the space(s) to be entered prior to entry. All units conducting confined space entries must have and utilize rescue capabilities for all entries. Personnel entering confined spaces will adhere to Occupational Safety and Health Standards (OSHA) or National Regulations, whichever applies to that particular unit. Non-entry rescue is the preferred method for rescue. For all "Permit Required" confined spaces, compliance with 29 CFR 1910.146 is mandatory.

TRAFFIC SAFETY PROCEDURES

15. KAF road users are likely to experience low visibility, poor roads and a dusty environment. Personnel are not to take chances or drive recklessly. Personnel must be safety minded and think proactively to prevent accidents. Vehicle operation at KAF requires comprehensive driving discipline such as:

- a. Observing speed limits; 20 kph (12 mph) on KAF roads; 8 kph (5 mph) in residential and compound areas, unless otherwise posted. The maximum speed is 8 kph (5 mph) when passing formation/group runners.
- b. Backing into parking spaces is a requirement when posted. A spotter is required while backing when 2 or more persons occupy a vehicle. Vehicle operators without passengers must use good judgement and ensure a clear path of travel when backing.
- c. Escorted logistic trucks must maintain convoy integrity with the escort vehicle. KAF vehicle operators must remain vigilant of escorted vehicle convoys.
- d. Moving vehicles represent one of the most serious safety hazards at KAF. The close proximity of moving equipment to personnel requires constant safety awareness.
 - i. All loads must be properly secured using appropriate straps before transporting to desired location.
 - ii. All vehicle occupants must wear seat belts. The maximum number of passengers in a vehicle must not exceed the number of seats.
 - iii. Passengers are permitted to ride in the rear of pick-up trucks when seated directly on the truck bed. No person may ride seated on a wheel-well, on cargo or leaning against a tailgate.
 - iv. Drivers are not authorized to operate mobile phones when the vehicle is in motion. Furthermore, drivers shall not operate vehicles while under the influence of drugs or alcohol.

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- v. Headphones and earphones shall not be worn as they interfere with hearing traffic and warning signals. Driving specialized vehicles may require the use of specific hearing protection.
- vi. Prior to operating any vehicle on the airfield, flight line drivers training must be completed and relevant permits issued IAW reference C.
- vii. People holding specialized qualifications may transport hazardous materiel in accordance with national regulations.
- e. Personnel reacting to hostile activity on KAF must not put themselves in more danger. Taking cover within a road or alley could result in being run over. Always seek shelter off a road or alley.
- f. Safe driving and successful mission accomplishment is dependent on the vehicle as well as the driver. Therefore, pre-operational checks of the vehicle must be carried out to minimize the safety risk and the risk of a mechanical break down. This will facilitate reporting and recovery in the event of an accident. Units must ensure personnel complete pre-operational checks including:
 - i. Headlights
 - ii. Directional signals
 - iii. Reflectors
 - iv. Taillights
 - v. Tires
 - vi. Windshield wipers
 - vii. Radio antennas secured
 - viii. Tailgates secured
 - ix. Horn
 - x.* Wheel chocks (Flight line only)
 - xi.* Brakes
 - xii.* Exhaust system
 - xiii.* First aid kits
 - xiv.* Fuel system
 - xv.* Engine fluids
 - xvi.* Seat belt operation
 - xvii.* Trailer attachments
 - xviii.* Fire extinguisher
 - xix.* Warning kits

*Note: All items denoted with an * will be checked on a weekly basis. All discrepancies are to be rectified prior to driving the vehicle.*

g. Pedestrians/runners and vehicles present a significant hazard on KAF. Pedestrians/runners must be single file when on a road. When running in a pre-coordinated race, such as a 5k/10k, runners must be single file as soon as practical due to the large volume of participants. Pedestrians/runners must always remain vigilant while travelling aboard KAF (including in crosswalks) as many vehicles often have limited visibility and may not see the pedestrian/runner in time. All vehicles must stop at all crosswalks where pedestrians show intentions of crossing. The following pedestrian (and runner) actions shall be followed at all times while on KAF:

- i. Personnel are responsible for increasing their visibility to traffic. During poor visibility or periods of dark conditions it is mandatory that pedestrians, runners and cyclists wear a reflective belt or vest on their outermost garment. Nations and contractors must provide all assigned personnel with a reflective belt. U. S. Marines are to utilize a flashlight, rather than a reflective belt, during these conditions.
- ii. Walk or run on the left side of the road, against traffic. At no time are pedestrians to run or jump out into the road and impede the flow of traffic.

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Pedestrians are to use all marked crosswalks and always exercise extreme caution when crossing roads on KAF; look both ways before crossing, and never assume that traffic will automatically stop for you.

- iii. Headphones and earphones shall not be worn as they interfere with hearing traffic and warning signals, with the exception of the area within the Boardwalk.
- h. All bicycle users are to abide by the same rules of the road for vehicles. This group carries a high risk of injuries in the event of an accident.
- i. Due to poor road conditions and a dusty environment, Personal Protective Equipment (PPE) when moving around the KAF area is very important for personal protection. The best way to make sure you are visible to other road users is as follows:
 - i. It is mandatory that bicyclists remain visible to traffic and wear appropriate personal protective equipment. All bicycle users are to wear a helmet and a reflective belt/vest at all times. Bicycle operators are to have front-mounted (white) and back (red) lights switched on during hours of darkness.
 - ii. Motorcycles are strictly prohibited from being owned and/or operated by any U.S. personnel assigned to, or visiting, KAF. Personnel belonging to NSEs that allow motorcycles will wear helmets with a fastened chin strap, full finger gloves, eye protection, over the ankle boots, reflective vest, long pants and long sleeved shirts.
 - iii. When driving a quad bike it is mandatory to wear the following:
 - 1) Approved motorcycle helmet or Kevlar helmet, and the chinstraps must be properly fastened.
 - 2) Safety goggles / impact resistant glasses (when no windshield attached).
 - 3) High visibility vest/belt at all times (unless for combat purposes).
 - 4) Full fingered gloves (when no windshield attached).
 - 5) Long sleeved shirt, trousers and boots.
 - 6) All ATVs will be equipped with brake lights affixed on the rear of the vehicle and shall be visible to other operators and be in good working order. ATVs without lights must have a slow moving vehicle reflective sign attached and will not be utilized during hours of darkness.
 - 7) Hand and arm signals are to be used for turns if the vehicle is not equipped with lighted turn signals.

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- iv. When driving a Gator/Utility Vehicle it is mandatory that you:
 - 1) Wear a seat belt (except Gator/Utility Vehicles without roll protection).
 - 2) Wear your hard helmet (does not include bicycle helmets) with chinstrap properly fastened.
 - 3) Wear safety goggles / impact resistant glasses (when no windshield attached).
 - 4) Wear full fingered gloves (when no windshield attached).
 - 5) Wear a long sleeved shirt, trousers and boots.
 - 6) Wear a high visibility vest/belt (including during the day).
 - 7) Have operational headlights and tail lights attached (includes brake lights).
- j. Great care should be taken when ground guides are required. The guide should never be in a position that would allow him/her to be pinched between two vehicles, or the guided vehicle and an unyielding object such as a wall. If the vehicle driver ever loses sight of the guide, the vehicle should be stopped immediately until the guide repositions themselves to where they can be seen. Ground guides must:
 - i. Always wear reflective material on their clothing
 - ii. Be used whenever a vehicle is being reversed.
 - iii. Be used in congested areas such as motor pools and maintenance areas.
- k. The following activities are prohibited on all roads within KAF:
 - i. Skateboarding.
 - ii. Roller-skating and inline skating.

ACCIDENT AND HAZARD REPORTING

- 16. The primary purpose of accident and hazard reporting is to investigate and give suggestions for prevention of future accidents.
- 17. Those accidents meeting the criteria listed below should be thoroughly investigated and documented. To assist in that process use KAF Accident Reporting Form (see Annex A) and Incident/Hazard Reporting Form (see Annex B).
- 18. An accident is an unplanned event or series of events, which causes either injury/illness to personnel or damage/destruction to equipment.

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19. While it is understood that there are numerous different criteria for reporting and classifying accidents, for simplicity the following criteria is suggested:

- a. A major accident is described by the following criteria:
 - i. **Fatality.** An injury or occupational illness results in a fatality, disability, or more than two personnel are injured in the same event.
 - ii. **Destruction.** A vehicle, an aircraft, or major item of property (i.e. tent, 10 meter shelter, generator etc.) is destroyed.
 - iii. **Cost.** The resulting total cost of property damage is likely \$50,000 or greater.
- b. A minor accident is described by the following criteria:
 - i. **Injury.** An injury or occupational illness resulting in more than first aid treatment.
 - ii. **Damage.** A vehicle, an aircraft, or a major item of property is damaged to the extent that it requires repair in order to be operational.
 - iii. **Cost.** The resulting total cost of property damage is less than \$50,000 but greater than \$1000.
- c. An incident is described when an issue arose that is worthy of reporting but where no person was injured and no material/equipment was damaged. Incidents can be reported using the form at Annex A.
- d. A practice or procedure which, if it went wrong, could have the potential to cause an accident, is known as a Hazard. Hazards can be reported using the form at Annex B.

20. All accidents and incidents are to be reported to the COMKAF Safety Office. In addition, Tenant Units are to provide the COMKAF Safety Office with a weekly summary of such events and copies of lessons identified from subsequent investigations.

- a. Persons involved in or aware of an accident will provide an initial report immediately to the commander or supervisor directly responsible for the operation, material, or individual involved.
- b. The Commander responsible for the operation, material, or individual involved in an accident will take immediate steps to:
 - i. Protect the lives and property involved in the accident.
 - ii. Secure the accident site, as appropriate, pending a detailed investigation.
- c. Major accidents must be reported the same day by telephone or email to the COMKAF Safety Office and followed up with a written report.
- d. Minor accidents should be reported and documented and follow up report is to be provided to COMKAF Safety Office within 10 days.

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21. Accident Safety Investigation.

- a. Personnel appointed to investigate an accident will be senior in rank to the individual(s) involved in the accident and will have no direct interest which could bias outcome of the investigation.
- b. The accident safety investigator will work together with Military Police and medical support element to collect and analyze mishap evidence. However, the safety investigation is separate from the military police investigation and report.
- c. The purpose for the safety investigation is to determine any lessons learned to prevent future occurrences of similar accidents. The results of the safety investigation will not be used for punitive actions. When required, the COMKAF Safety Office reserves the right to conduct its own safety investigation and introduce and enforce KAF-wide safety procedures.

22. It is COMKAF policy that all personnel involved in or witnessing a road traffic accident will:

- a. Stop and render first aid when applicable.
- b. Call the IMP (DSN: 841-1461) who will summon an investigator to handle the incident.
- c. Remain at the road traffic accident scene until the military police has completed their investigation. Only exception to this policy is if the accident scene is in a remote area requiring personnel to leave the vehicle in order to seek assistance, or if there is a legitimate danger to assigned personnel by remaining at the accident scene.



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ANNEXES:

- A. KAF accident report form.
- B. KAF hazard report form.

KANDAHAR AIR FIELD ACCIDENT REPORT FORM

ANNEX A TO
SOP 740
DATED: 01 DEC 12

1. Point of Contact			
Name:	Function:	Unit:	Contact number:
		SAFETY CELL ONLY	
Date:		HR No. (year-no)	Date Received:
2. Accident Details			
Major Accident <input type="checkbox"/> Minor Accident <input type="checkbox"/> HAZMAT Involved <input type="checkbox"/> Vehicle <input type="checkbox"/> Civilian <input type="checkbox"/> Military <input type="checkbox"/>			
DATE (DD/MM/YYYY): Time Location: Unit(s) Involved: Injuries: Contract Number/details:			
3. Accident Description/Additional Details			
Attach sketch map and any photographs.			
4. Result of investigation			
Supervisor / Commanders response:			
5. Corrective Actions			
Action by Contractor/Unit / Higher HQ:			
COMKAF HQ SAFETY CELL COMMENTS			
1. Date ended:	2. Date for review:	3. Date reviewed:	4. Signature:

KANDAHAR AIR FIELD HAZARD REPORT FORM

ANNEX B TO
SOP 740
DATED 01 DEC 12

1. Supervisor			
Name:	Function:	Unit:	Contact number:
Date:		SAFETY CELL ONLY	
		HR No. (year-no)	Date Received:
2. Hazard			
Personnel <input type="checkbox"/> Machinery <input type="checkbox"/> Personnel Protection Equipment <input type="checkbox"/> Environment <input type="checkbox"/>			
What is wrong?			
3. Solution			
What can be done?			
4. Result of investigation			
Supervisor / Commanders response:			
5. Actions			
Action by Contractor/Unit / Higher HQ:			
COMKAF HQ SAFETY CELL COMMENTS			
1. Date ended:	2. Date for review:	3. Date reviewed:	4. Signature: